Instructions for CPM Projects

The CPM Program requires completion of three Job-Related Projects (a Level III Project, a Level IV Project and a Level V Project). Participants are expected to apply the theories, principles and /or techniques learned in CPM training to a situation, problem, concern or opportunity within their workplace.

Follow the procedures listed below for the CPM Level III Project:

Select a topic for your Job-Related Project from Suggested topics or discussion with a CPM Project Evaluator (Evaluators will be assigned by the CPM Program Director). Projects in progress prior to admission into the CPM Program **will not be accepted** for CPM Projects.

Note: Level III projects may be conducted by individual participants OR jointly with other CPM participants who are completing projects for the same level.

Discuss Job-Related Project topic with your supervisor.

Complete a "Project Proposal" Form, completing Sections A-E and obtain your supervisor's signature.

Submit your "Project Proposal" Form to the CPM Program Director. Your project proposal will be forwarded to the assigned CPM Project Evaluator for approval. *Please note approval of your Project Proposal **does not** constitute approval of a completed project nor will it affect CPM Program activity status.*

A participant will receive approval and/or assistance from the assigned CPM Project Evaluator within 45 days. **Project should NOT be started prior to receiving approval.**

Complete your project and forward to the CPM Program Director. Your written report must conform to composition and format requirements.

Turning in a completed project is step 2 of the project process.

The CPM Project Evaluator has 6 weeks to review the project and forward the completed evaluation along with the project to the CPM Curriculum Committee with recommendations/comments.

The CPM Curriculum Committee will review the CPM Project Evaluator's recommendations/comments and advise the participant of either approval of the project or suggestions for additional work. The Curriculum Committee meets every other month to review evaluated projects starting in January of each calendar year. **Projects are not considered complete until approved by the CPM Curriculum Committee.**

Confidentiality:

All projects become the property of the CPM Program and will not be returned to the participant. The reports will be kept in the strictest confidence. To ensure complete anonymity for others, participants should avoid using the name of the other persons in the work environment or should substitute fictitious names. Personnel problems should be discussed in behavioral terms rather than personal characteristics. Project should be designed to take positive action.

Model Projects: The CPM Project Evaluator or the CPM Curriculum Committee may recommend a project as a "model" and request written permission from the participant to use the project in classroom illustrations, as an example for other participants in the program who are working on projects, or to promote the benefits of the management development program.

General Requirements for ALL Projects

All projects must be:
1. Written in acceptable, standard English in a style that is complete, concise and clear. The font size should be 12.
2. Typed with double spacing and divided into appropriate paragraphs.
3. Submitted with a Title Page and an Abstract Page.
4. Relevant to you, your work unit, or your agency.

Composition and Format Requirements for Completed Projects

A. **Title Page (Mandatory)**
   All submitted Projects must have a standard Title Page which includes the following:
   - Project Title and Subject
   - Project level
   - Date
   - Participant's Name and MELMS ID Number
   - Participant's Organization/Division and Work Address
   - Email Address
   - Home Address
   - Telephone numbers at work and home

B. **Abstract Page (Mandatory)**
   The abstract is a short (no more than a paragraph or so) summary of what your project is about. **This summary should be identified only by your MELMS ID Number.** It should NOT include the agency name, your name or the names of any employees.

C. Style

Projects should be typed, double-spaced and submitted on standard paper or via email. They may include attachments such as reports, memos, letters, charts, diagrams, manuals, etc. that will help the reader understand the project. Projects that produce an "end product" such as a manual, newsletter, or training program **must** be accompanied by a discussion of the process used in producing the product. The process should follow the problem solving steps listed below and be an expansion of the original proposal noting any changes, deviations, learning outcomes and applications of CPM materials. When quoting or using supplementary material, please cite the source; however, footnotes and bibliographies are not required.

D. Length

Although projects have no specified length or required number of pages, it should typically be at least 5 typed pages. The project should cover Sections A-E as defined on the Project Proposal Form and should be complete, clear, and concise.

E. Proofread Your Project

Would you want the head of your agency to read your report? It is important that projects reflect your professionalism and commitment to excellence. They should be written in clear, standard English and follow all standard guidelines for grammar, spelling, punctuation, and paragraphing.

Writing experts recommend that you first check the content, then revise or rewrite, and then check for errors in grammar, spelling and punctuation. Experts also tell us it is easier to catch errors on paper than on a computer screen, so always proofread your hard copy before submitting your final project. **Projects that have errors in grammar, spelling, or punctuation will be returned for revision.**

SPECIFIC STEPS IN THE PROJECT *PLANNING* PROCESS
(Note: Use the CPM Project Proposal Form)

A. Project Purpose

1. Describe the Project – Describe the situation surrounding your project in detail and include the stakeholders, their expectations and the impact of the project on them.
2. Identify Major Issues – Describe the major issues, both current and historical that may or have impacted the need for the project.
3. Clarify the Vision – Take time to imagine the ideal outcome of your project. What would you most like to see happen? What are the actions of the people involved? Describe what you envision as the best outcome of this project.
4. Strategy – Select the best strategy/strategies to create the desired outcome.

B. Plan

1. Determine Performance Criteria – Describe how you plan to evaluate if your project has been successful.
2. Task Development – Create and prioritize a task list for your project. Include information on the person responsible for the task.
3. Identify Resources – Create a list of resources necessary for completion of tasks and the overall project.
4. Establish Timelines – Establish timelines for completion of tasks, feedback and evaluation of the project.
5. Contingency Plans – Identify possible pitfalls and discuss ways in which you might prevent or address these problems.
6. Communication – Create a communication plan to address the communication challenges among the project parties and management.

C. Action

1. Implement the Plan – Discuss how you propose to implement the plan. Include who will be involved and how the project will change the current environment.

D. Evaluation

1. Assess the Action – Discuss how you plan to evaluate the overall project success. What factors will be most important? How will you know if your purpose has been achieved?

SPECIFIC STEPS IN THE PROJECT <u>WRITTEN REPORT</u>

A. <u>Project Purpose</u>

1. <u>Describe the Project</u> – Describe the situation surrounding your project in detail and include the stakeholders, their expectations and the impact of the project on them.
2. <u>Identify Major Issues</u> – Describe the major issues, both current and historical that may or have impacted the need for the project.
3. <u>Clarify the Vision</u> – Take time to imagine the ideal outcome of your project. What would you most like to see happen? What are the actions of the people involved? Describe what you envision as the best outcome of this project.
4. <u>Strategy</u> – Describe the strategies used to create the desired outcome.

B. <u>Plan</u>

1. <u>Determine Performance Criteria</u> – Describe the evaluation criteria set for evaluation of project process and outcome.
2. <u>Task</u> – Discuss the major tasks, the people responsible, changes from the proposed tasks and any unforeseen tasks.
3. <u>Identify Resources</u> – Discuss any issues related to availability of resources or failure to identify needed resources.
4. <u>Timelines</u> – Discuss any issues related to meeting timelines.
5. <u>Contingency Plans</u> – Discuss any unexpected problems and how they were addressed.
6. <u>Communication</u> – Discuss how the communication flowed in relation to the communication plan.

C. <u>Action</u>

1. <u>Implement the Plan</u> – Discuss how you implemented the plan. (Note – this is a key part of the report)

D. <u>Evaluation</u>

1. <u>Assess the Action</u> – Describe how your project met or failed to meet your expectations and the criteria established in the plan.